



The Commission having thereafter considered the matter and having determined that it had reason to believe that Respondents have violated said Acts, and that a Complaint should issue stating its charges in that respect, and having thereupon issued its Complaint and an Order to Hold Separate and Maintain Assets, and having accepted the executed Consent Agreement and placed such Consent Agreement on the public record for a period of thirty (30) days for the receipt and consideration of public comments, now in further conformity with the procedure described in Commission Rule 2.34, 16 C.F.R. § 2.34, the Commission hereby makes the following jurisdictional finding and issues the following Decision and Order (“Order”):

1. Respondent Diageo is a public limited company organized, existing and doing business under and by virtue of the laws of England and Wales, with its office and principal place of business located at 8 Henrietta Place, London W1M 9AG, England. Diageo's principal subsidiary in the United States is headquartered at Six Landmark Square, Stamford, CT 06901.
2. Respondent Vivendi Universal is a societe anonyme organized, existing and doing business under and by virtue of the laws of France, with its office and principal place of business located at 42, avenue de Friedland, 75380 Paris Cedex, France. Vivendi Universal's principal subsidiary in the United States conducting its spirits, wine and beverages business is headquartered at 375 Park Avenue, New York, NY 10152.
3. The Federal Trade Commission has jurisdiction of the subject matter of this proceeding and of Respondents and the proceeding is in the public interest.

## **ORDER**

### **I.**

**IT IS ORDERED** that, as used in this Order, the following definitions shall apply:

- A. “Diageo” means Diageo plc, its directors, officers, employees, agents and representatives, predecessors, successors, and assigns; its joint ventures, subsidiaries, divisions, groups and affiliates controlled by Diageo plc (including, but not limited to, Guinness UDV Amsterdam B.V. and Guinness UDV North America, Inc.), and the respective directors, officers, employees, agents, representatives, successors, and assigns of each.
- B. “Vivendi Universal” means Vivendi Universal S.A., its directors, officers, employees, agents and representatives, predecessors, successors, and assigns; its joint ventures, subsidiaries, divisions, groups and affiliates controlled by Vivendi Universal S.A. (including, but not limited to, The

Seagram Company Ltd.), and the respective directors, officers, employees, agents, representatives, successors, and assigns of each.

- C. “Respondents” means Diageo and Vivendi Universal, individually and collectively.
- D. “Commission” means the Federal Trade Commission.
- E. “Pernod Ricard” means Pernod Ricard S.A., a societe anonyme, organized, existing and doing business under and by virtue of the laws of France, with its office and principal place of business located at 142 boulevard Haussman, 75379 Paris, France; and its subsidiaries and affiliates, including without limitation Austin, Nichols & Co., Inc., a corporation organized, existing and doing business under and by virtue of the laws of Delaware, with its office and principal place of business located at 105 Corporate Park Drive, Suite 200, West Harrison, NY 10604.
- F. “SSWG Acquisition” means the proposed acquisition of voting securities of various entities, as well as certain assets, of the Vivendi Universal SSWG Business, by Diageo and Pernod Ricard pursuant to the Stock and Asset Purchase Agreement.
- G. “SSWG Acquisition Date” means the date on which Diageo and Pernod Ricard acquire the SSWG Business from Vivendi Universal, pursuant to the Stock and Asset Purchase Agreement.
- H. “SSWG Business” means the business operated by Vivendi Universal as the Seagram Spirits and Wines Group that is engaged in, among other things, research, development, production, distribution and sale of distilled spirits, wine and other beverage products.
- I. “Stock and Asset Purchase Agreement” means the Stock and Asset Purchase Agreement among Vivendi Universal, Diageo and Pernod Ricard, dated as of December 19, 2000, as amended, pursuant to which the SSWG Acquisition is to be accomplished.
- J. “Framework Agreement” means the Framework and Implementation Agreement between Diageo and Pernod Ricard, dated as of December 4, 2000, as amended, which, among other things, defines the manner in which Diageo and Pernod Ricard are separating the businesses and assets of the SSWG Business to be acquired by each of them, and particularly, the allocation of the Non-Rum Overlap Companies and Assets to Pernod Ricard after the closing of the SSWG Acquisition. The Framework Agreement includes all amendments, exhibits, attachments, related agreements and schedules thereto, and is contained in Confidential Appendix III, attached hereto.
- K. “Agreements” means the Trademark Agreement and the Transition Services Agreements.

- L. “Back Office Services Agreement” means the agreement, contained in Confidential Appendix V, attached hereto, pursuant to which the JES Back Office will provide certain transitional administrative services to Pernod Ricard after the SSWG Acquisition Date.
- M. “Business Day” means any day excluding Saturday, Sunday and any United States federal holiday.
- N. “Captain Morgan Rum” means “Captain Morgan Original Spiced Rum” and any other brand or product that uses the trade name or trademark “Captain Morgan” in connection with rum or a rum-based beverage product.
- O. “Captain Morgan Rum Business” means all of the operations and businesses related to the research, development, production, marketing, advertising, promotion, distribution, sale or after-sales support for Captain Morgan Rum.
- P. “Captain Morgan Rum Confidential Business Information” means all information that is not in the public domain relating to the Captain Morgan Rum Business, including the research, development, production, marketing, advertising, promotion, distribution, sale or after-sales support of Captain Morgan Rum.
- Q. “Captain Morgan Rum Employee(s)” means:
1. all Persons employed by the JES U.S. Spirits Business with responsibility for, or who directly participated in (irrespective of the portion of working time involved), the research, development, production, marketing, advertising, promotion, distribution, sale or after-sales support of Captain Morgan Rum within the eighteen (18) month period prior to the SSWG Acquisition Date who become employed by Respondent Diageo at any time prior to the divestiture of the Malibu Rum Assets; and
  2. all Persons employed by Respondent Diageo or who continue in the employ of JES with responsibility for, or who directly participate in (irrespective of the portion of working time involved), the research, development, production, marketing, advertising, promotion, distribution, sale or after-sales support of Captain Morgan Rum in the United States at any time after the SSWG Acquisition Date and prior to the divestiture of the Malibu Rum Assets.
- R. “Chivas” means “Chivas,” “Chivas Regal,” “Chivas Brothers,” and any other product owned or sold by the SSWG Business that uses the trade name or trademark “Chivas” in connection with Scotch whisky or a Scotch whisky product.
- S. “Chivas Companies and Assets” means all of Respondent Vivendi Universal’s rights, title and interests in and to the businesses and assets of the SSWG Business relating to Chivas that Pernod Ricard is entitled to acquire pursuant to the Framework Agreement, including, but not limited, to

Chivas Brothers Limited and any Scotch whisky distilleries that produce whisky used in the blending of Chivas or exchanged to acquire other whisky used in the blending of Chivas.

- T. “Closing Date” means the date on which Respondent Diageo and a Commission-approved Acquirer close on a transaction to divest the Malibu Rum Assets pursuant to this Order.
- U. “Commission-approved Acquirer” means any entity approved by the Commission to acquire the Malibu Rum Assets that are required to be divested pursuant to this Order.
- V. “Co-packing Agreement” means the agreement, contained in Confidential Appendix V, attached hereto, pursuant to which Diageo will provide transitional bottling services to Pernod Ricard for Seagram's Gin products and Seagram's Scotch Whisky products (as those products are identified in the Co-packing Agreement) in the United States.
- W. “Cost” means direct cash cost of raw materials and labor.
- X. “Diageo Disposals Team” means those individuals selected by Diageo to oversee the process of selling the “Pernod Ricard On-sale Businesses” and the “Seagram Venture Businesses,” as defined in and pursuant to the terms of the Framework Agreement, to third parties, as that team is supplemented or reconstituted by Respondent Diageo from time to time. The individuals, and their titles, on the Diageo Disposals Team as of the date on which Respondent Diageo agreed to this Order are identified in Confidential Appendix VI.
- Y. “Diageo/Pernod Ricard Supervisory Committee” means the committee of Diageo and Pernod Ricard executives established under the Framework Agreement, and as supplemented or reconstituted by Respondent Diageo and Pernod Ricard from time to time, that is responsible for overseeing the aspects of the Diageo - Pernod Ricard relationship specified in the Framework Agreement until all transactions and commitments specified in the Framework Agreement have been accomplished.
- Z. “Diageo Firewalled Senior Executives” means Respondent Diageo's Chief Executive Officer, Chief Financial Officer and the executive responsible for the SSWG Acquisition, and their respective staffs.
- AA. “Diageo U.S. Spirits Business” means Respondent Diageo's business engaged in the research, development, production, distribution, marketing, sale or after-sale support of distilled spirits in the United States, other than the Held Separate Business.
- BB. “Diageo U.S. Spirits Employees” means all Persons employed by the Diageo U.S. Spirits Business with responsibility for, or who directly participate in (irrespective of the portion of working time

involved), the research, development, production, distribution, marketing, sales or after-sales support of distilled spirits in the United States.

- CC. “Divestiture Agreement” means any agreement between Respondent Diageo and a Commission-approved Acquirer (or between a trustee appointed pursuant to Paragraph VIII.A. of this Order and a Commission-approved Acquirer) and all amendments, exhibits, attachments, agreements, and schedules thereto, related to the Malibu Rum Assets to be divested that have been approved by the Commission to accomplish the requirements of this Order.
- DD. “Divestiture Trustee” means the trustee appointed by the Commission pursuant to Paragraph VIII.A. of this Order.
- EE. “The Glenlivet” means “The Glenlivet” and any other product owned or sold by the SSWG Business that uses the trade name or trademark “The Glenlivet” in connection with Scotch whisky or a Scotch whisky product.
- FF. “The Glenlivet Companies and Assets” means all of Respondent Vivendi Universal’s rights, title and interests in and to the businesses and assets of the SSWG Business relating to The Glenlivet that Pernod Ricard is entitled to acquire pursuant to the Framework Agreement, including The Glenlivet Distillers Ltd.
- GG. “Held Separate Business” means the JES U.S. Spirits Business.
- HH. “Interim Monitor” means the Interim Monitor appointed by the Commission pursuant to Paragraph IV.A. of the Order to Hold Separate and Maintain Assets in this matter.
- II. “JES” means Joseph E. Seagram & Sons, Inc. (U.S.A.), a corporation organized and existing under the laws of Indiana, with its principal place of business located at 375 Park Avenue, New York, NY 10152-0192, which is the primary entity responsible for the SSWG Business.
- JJ. “JES Back Office” means those facilities, assets and personnel of JES and its subsidiaries that provide administrative services and that will provide such services for Pernod Ricard and its subsidiaries and affiliates following the SSWG Acquisition Date pursuant to the Back Office Services Agreement.
- KK. “JES U.S. Spirits Business” means the JES business engaged in the research, development, production, distribution, marketing, sale or after-sale support of distilled spirits in the United States, which among other things, is responsible for developing global brand strategies for the Captain Morgan Rum Business.

- LL. “Malibu Rum” means “Malibu Rum” and any other brand or product owned, produced or sold by Respondent Diageo that uses the trade name or trademark “Malibu” in connection with rum or any beverage product.
- MM. “Malibu Rum Assets” means all of Respondent Diageo’s rights, titles and interests, worldwide, as of the Closing Date, in and to all assets, tangible and intangible, of the Malibu Rum Business, including, without limitation, the following:
1. all Malibu Rum Intellectual Property;
  2. all Malibu Rum Confidential Business Information;
  3. all Malibu Rum Sales and Marketing Materials;
  4. all assets relating to the research, development, production (*provided, however*, the only assets relating to production and manufacturing that are included in this definition are those identified in Paragraph I.MM.11.), distribution, marketing, promotion, sale, or after-sales support of Malibu Rum worldwide;
  5. a copy of all vendor lists, and all names of manufacturers and suppliers under contract with Respondent Diageo who or which produce for, or supply to, Respondent Diageo in connection with the production or sale of Malibu Rum;
  6. at the option of the Commission-approved Acquirer, all rights, title and interest in and to inventories of products, raw materials, supplies and parts, including work-in-process and finished case goods, packaging and point of sale materials specifically related to Malibu Rum;
  7. at the option of the Commission-approved Acquirer and to the extent transferable, divisible or assignable, all rights, title and interest in and to agreements (except contracts of employment), express or implied, relating to research, design, development, production, distribution, marketing, promotion, sale or after-sales support of Malibu Rum, regardless of whether such agreements relate exclusively to such purposes, including, but not limited to, warranties, guarantees, and contracts with customers (together with associated bid and performance bonds, if any), other rum distillers, joint venture partners, suppliers, sales representatives, distributors, agents, personal property lessors, personal property lessees, licensors, licensees, consignors, and consignees including, but not limited to, the Malibu Rum Input Supply Agreements;
  8. all unfilled customer orders for finished Malibu Rum as of the Closing Date (a list of such orders for customers within the United States, Canada, Mexico, and the European Union to

be provided to the Commission-approved Acquirer within twenty (20) Business Days after the Closing Date);

9. all rights under warranties and guarantees, express or implied, relating to Malibu Rum;
10. all books, records and files relating to Malibu Rum; and
11. at the Commission-approved Acquirer's option:
  - a. all rights, titles and interests in and to the blending and bottling plant located at 283 Horner Avenue, Etobicoke, Ontario, Canada, ON M8Z 4Y4 ("Canadian Plant"), that is used in the production, blending, bottling or packaging of Malibu Rum or other distilled spirits;
  - b. all machinery, fixtures, equipment, vehicles, furniture, tools and other personal property associated with the Canadian Plant, (except for those assets that are used exclusively in the manufacture of products other than Malibu Rum and are listed on the attached Confidential Appendix I); and
  - c. all machinery, equipment, tools, and other personal property specifically relating to the bottle sleeving equipment at the blending and bottling plant located at Strada Statale 63, Santa Vittoria, D'Alba, 12069 Italy.

*Provided, however,* that the Malibu Rum Assets shall not include:

- a. any rights to use Respondent Diageo's general business strategies or practices relating to product formulation or market research activities or methods or methodologies that Respondent Diageo uses on a company-wide basis for the purposes of formulating, marketing, promoting, managing, or selling its various brands. Except that, to the extent that documents or other materials relating to such business strategies or practices contain the results of product formulation or marketing research activities relating to Malibu Rum, Respondent Diageo shall divest those results to the Commission-approved Acquirer and the Commission-approved Acquirer shall be entitled to use such product formulation or marketing research results;
- b. any rights, title and interest in or to any owned or leased real property and improvements, office space, office equipment and furniture, management information systems, software, and personal property used by Respondent Diageo (other than the assets included in the Malibu Rum Assets as a result of Paragraph IMM.11.);
- c. any interest in any distributor of beverage alcohol;



- d. any Payables or Receivables;
- e. any contracts for the procurement or receipt of goods or services for Respondent Diageo on a company-wide or portfolio-wide basis; and
- f. that portion of any document or other material containing information solely relating to a brand or business other than Malibu Rum.

*Provided further, however,* in cases in which documents or other materials included in the Malibu Rum Assets contain information that (1) relates both to Malibu Rum and other brands or businesses of Respondent Diageo, and (2) such information cannot be segregated in a manner that preserves the usefulness of the information as it relates to Malibu Rum, then Respondent Diageo shall be required only to provide copies of the documents and materials containing this information. The purpose of this proviso is to ensure that Respondent Diageo provides the Commission-approved Acquirer with the above-described information without requiring Respondent Diageo completely to divest itself of information that, in content, also relates to brands and businesses other than Malibu Rum.

NN. “Malibu Rum Business” means all of the operations and businesses of Respondent Diageo related to the research, development, production, marketing, advertising, promotion, distribution, sale or after-sales support for Malibu Rum.

OO. “Malibu Rum Confidential Business Information” means all information owned by Respondent Diageo as of the Closing Date that is not in the public domain relating to the Malibu Rum Assets, including the research, development, production, marketing, advertising, promotion, distribution, sale or after-sales support of Malibu Rum. *Provided, however,* that where such confidential business information also relates to other brands or businesses of Respondent Diageo, Respondent Diageo shall grant the Commission-approved Acquirer the rights to use such confidential business information on a non-exclusive basis in connection with the Malibu Rum Business.

PP. “Malibu Rum Employee(s)” means:

1. all Malibu Rum Key Employees; and
2. all persons designated as, or otherwise functioning as, brand managers for Malibu Rum, at any time from the date Respondent Diageo signs the Agreement Containing Consent Orders until the Closing Date. (A list of such individuals performing such roles as of the date Respondent Diageo signed the Agreement Containing Consent Orders is attached as Confidential Appendix II.C.)

QQ. “Malibu Rum Input Supply Agreements” means the following agreements:

1. West Indies Rum Distillery: Manufacturing Agreement dated 20 July 1993 between Twelve Islands Shipping Company Limited (“TISC”) and West India Rum Refinery Limited, now called West Indies Rum Distillery Limited (“WIRD”), as amended by a Variation Agreement dated 25 February 1998 between TISC and WIRD, and as novated in favor of Guinness UDV Amsterdam B.V. (“GUDVA”) by a Supply Novation Agreement dated 21 July 2000 between TISC, GUDVA, and WIRD;
2. any agreement with Haarmann & Reimer for the supply of flavorings for Malibu Rum; and
3. any agreement with Givaudan Canada Co. for the supply of flavorings for Malibu Rum.

RR. “Malibu Rum Intellectual Property” means all:

1. Malibu Rum Trademarks;
2. Malibu Rum Trade Dress;
3. trade secrets, know-how and other confidential or proprietary technical, business, research, development and other information, and all rights in any jurisdiction to limit the use or disclosure thereof, anywhere in the world, relating to Malibu Rum;
4. Malibu Rum Patents;
5. Malibu Rum Production Technology; and
6. all research materials, technical information, and data contained in software, anywhere in the world, relating to Malibu Rum.

*Provided, however,* that where such intellectual property (other than Malibu Rum Trademarks or Malibu Rum Trade Dress) also relates to other brands or businesses of Respondent Diageo, Respondent Diageo shall grant the Commission-approved Acquirer the rights to use such intellectual property on a non-exclusive basis in connection with the Malibu Rum Business.

SS. “Malibu Rum Key Employee(s)” means those individuals identified in Confidential Appendix II.D. to this Order.

TT. “Malibu Rum Patents” means all patents, patents pending, patent applications and statutory invention registrations, including reissues, divisions, continuations, continuations-in-part, supplementary protection certificates, extensions and reexaminations thereof, all inventions disclosed therein, all rights therein provided by international treaties and conventions, and all rights

to obtain and file for patents and registrations thereto, anywhere in the world, related to Malibu Rum.

- UU. “Malibu Rum Production Technology” means all recipes, formulas, blend specifications, technology, trade secrets, know-how, and proprietary information, anywhere in the world, relating to the production and bottling of Malibu Rum.
- VV. “Malibu Rum Sales and Marketing Materials” means all marketing and promotional materials used anywhere in the world with respect to Malibu Rum or the Malibu Rum Assets as of the Closing Date, including, without limitation: all advertising materials; customer lists; contribution statements; Internet/Web sites and domain name(s) (uniform resource locators), and registration(s) thereof, and related materials; product data; profit and loss statements; price lists; mailing lists; sales materials; marketing information (*e.g.*, customer sales and competitor data); catalogs, sales promotion literature and other promotional materials; spend records related to advertising, marketing or promotion; training and other materials associated with the Malibu Rum Assets; and all copyrights in and to the Malibu Rum Sales and Marketing Materials.
- WW. “Malibu Rum Trademarks” means all trademarks, trade names and brand names, including registrations and applications for registration thereof (and all renewals, modifications, and extensions thereof), and all common law rights, and the goodwill symbolized by and associated therewith, anywhere in the world, for or relating to Malibu Rum; but excluding any goodwill or other rights that are associated generally with Respondent Diageo or any of its businesses, products, or brands other than Malibu Rum, including, among other things, the trade names, trademarks, or logos “Diageo,” “Guinness UDV,” “Guinness,” “United Distillers & Vintners,” “UDV,” “International Distillers & Vintners,” “Jose Cuervo,” “Moët Hennessy,” “IDV,” “Louis Vuitton,” “LVMH,” “Gilbey’s,” “Justerini & Brooks,” “Schenley,” and “Heublein.”
- XX. “Malibu Rum Trade Dress” means the current trade dress of Malibu Rum products, including, but not limited to, product packaging associated with the sale of Malibu Rum products anywhere in the world, logos, and the lettering of the Malibu Rum products’ trade name or brand name; but excluding any portion of any such trade dress rights that is solely related to Respondent Diageo or to any of its businesses, products, or brands other than Malibu Rum.
- YY. “Martell” means “Martell” and any other product owned or sold by Vivendi Universal or the SSWG Business that uses the trade name or trademark “Martell” in connection with brandy or Cognac.
- ZZ. “Martell Companies and Assets” means all of Respondent Vivendi Universal’s rights, title and interests in and to the businesses and assets of the SSWG Business relating to Martell that Pernod Ricard is entitled to acquire pursuant to the Framework Agreement, including, but not limited to, all of the issued and outstanding capital stock held by Vivendi Universal of Martell S.A., Martell &

Co., Societe des Domaines Viticoles Martell S.A., Martell & Cie (South Africa) (Pty.) Ltd., Martell Inc. USA, Augier Robin Briand & Co., and any other dormant entities held by those entities.

- AAA. “Non-Public Pernod Ricard Information” means: (a) any information relating to the Martell Companies and Assets, the Chivas Companies and Assets, the Glenlivet Companies and Assets, or the Seagram’s Gin Businesses and Assets obtained by Respondent Diageo through the SSWG Acquisition or through Respondent Diageo’s provision of services pursuant to the Co-packing Agreement, or through Respondent Diageo’s provision of services to Pernod Ricard under the Back Office Services Agreement or similar transitional arrangements in other countries; and (b) information relating to the “Pernod Ricard On-Sale Businesses,” as defined in the Framework Agreement, learned by the Diageo Disposals Team; *provided, however*, that Non-Public Pernod Ricard Information shall not include information already in the public domain and information that subsequently enters the public domain through no violation of this Order by Diageo.
- BBB. “Non-Rum Overlap Companies and Assets” means the Chivas Companies and Assets, The Glenlivet Companies and Assets, the Martell Companies and Assets and the Seagram’s Gin Businesses and Assets.
- CCC. “Payables” means trade and other creditors and accounts payable, including any part of such amount as relates to any tax.
- DDD. “Person” means any individual, partnership, firm, corporation, association, trust, unincorporated organization or other entity.
- EEE. “Receivables” means all outstanding payments due as of the Closing Date for goods or services supplied or rights licensed.
- FFF. “Seagram’s Gin” means “Seagram’s Extra Dry Gin” and any other product owned or sold by the SSWG Business that uses the trade name or trademark “Seagram” or “Seagram’s” in connection with gin.
- GGG. “Seagram’s Gin Businesses and Assets” means all of Respondent Vivendi Universal’s rights, title and interests in and to the businesses and assets of the SSWG Business relating to Seagram’s Gin that Pernod Ricard is entitled to acquire pursuant to the Framework Agreement.
- HHH. “Trademark Agreement” means the Trademark Implementation Agreement (including any attachments to that agreement), contained in Confidential Appendix III, attached hereto, pursuant to which Pernod Ricard grants to Respondent Diageo a license to use the “Seagram’s” trademark in connection with the production, marketing, promotion and sale of Canadian and American whiskey and whiskey-flavored alcoholic beverages.

- III. “Transition Services Agreements” means the Back Office Services Agreement, the Co-packing Agreement, the Vivendi Universal Transition Services Agreement, and the Vivendi Universal Information Technology Transition Services Agreement.
- JJJ. “Vivendi Universal Transition Services Agreement” means the agreement, contained in Confidential Appendix V, attached hereto, pursuant to which Vivendi Universal will provide transitional administrative services to Pernod Ricard and Respondent Diageo after the SSWG Acquisition Date.
- KKK. “Vivendi Universal Information Technology Transition Services Agreement” means the agreement contained in Confidential Appendix V, attached hereto, pursuant to which Vivendi Universal will provide transitional information technology services to Pernod Ricard and Respondent Diageo after the SSWG Acquisition Date.

## II.

### **IT IS FURTHER ORDERED** that:

- A. Respondent Diageo shall divest the Malibu Rum Assets, absolutely and in good faith and at no minimum price, within six (6) months after the SSWG Acquisition Date. Respondent Diageo shall divest the Malibu Rum Assets only to an acquirer that receives the prior approval of the Commission and only in a manner that receives the prior approval of the Commission.
- B. Respondent Diageo shall, at the Commission-approved Acquirer’s option, assign to the Commission-approved Acquirer any or all of the Malibu Rum Input Supply Agreements where permissible under applicable law and the terms of the contracts, and with respect to non-assignable Malibu Rum Input Supply Agreements, shall use best efforts to assist the Commission-approved Acquirer in securing contractual rights with such input suppliers, including, but not limited to, any agreements related to the flavorings for Malibu Rum.
- C. Respondent Diageo shall provide the Malibu Rum Employees with financial incentives to continue in their employment positions pending divestiture of the Malibu Rum Assets, including providing them with the same employee benefits offered by Respondent Diageo to similarly situated employees, regularly scheduled raises and bonuses, and a vesting of all pension benefits (as permitted by law) until the divestiture of the Malibu Rum Assets is completed.
- D. Respondent Diageo shall provide the Malibu Rum Key Employees with the following;
  - 1. a retention incentive equal to at least ten (10) percent of the employee’s annual salary (including any bonuses) as of the date the Order to Hold Separate and Maintain Assets in this

matter is issued by the Commission to be paid to those Malibu Rum Key Employees who continue their employment with Respondent Diageo until the divestiture of the Malibu Rum Assets is completed;

2. the Malibu Rum Key Employees who accept employment with the Commission-approved Acquirer shall be offered an additional retention incentive equal to twenty (20) percent of such employee's annual salary under the following terms:
    - a. ten (10) percent to be paid at the beginning of the employee's employment with the Commission-approved Acquirer, and ten (10) percent to be paid upon the employee's completion of one (1) year of employment with the Commission-approved Acquirer; and
    - b. a severance payment if, less than twelve (12) months after the date on which such employee commences employment with the Commission-approved Acquirer, the Commission-approved Acquirer terminates the employment of such employee for reasons other than cause. The amount of such severance payment shall be equal to the payment that such employee would have received had he or she remained in the employ of Respondent Diageo and been terminated at such time, less any severance payment actually paid by the Commission-approved Acquirer.
- E. Respondent Diageo shall provide the Commission-approved Acquirer with a complete list of the Malibu Rum Key Employees at the request of the Commission-approved Acquirer at any time after the execution of the Divestiture Agreement. Such list shall state each individual's name, position, address, telephone number and a description of the duties and work performed by the individual in connection with the Malibu Rum Assets. Respondent Diageo shall also provide the Commission-approved Acquirer with an opportunity to inspect the personnel files and other documentation relating to the Malibu Rum Key Employees at the request of the Commission-approved Acquirer at any time after the execution of the Divestiture Agreement. *Provided, however,* that in cases in which applicable law restricts access to the information required to be provided to the Commission-approved Acquirer pursuant to this Paragraph, Respondent Diageo shall use best efforts to ensure that such information is provided to the Commission-approved Acquirer consistent with applicable law.
- F. Respondent Diageo shall provide the Commission-approved Acquirer with an opportunity to enter into employment contracts with the Malibu Rum Key Employees, contingent upon the divestiture of the Malibu Rum Assets. Respondent Diageo shall not interfere with the employment by the Commission-approved Acquirer of any Malibu Rum Key Employee, shall not offer any incentive to such employees to decline employment with the Commission-approved Acquirer or to accept other employment with Respondent Diageo, and shall remove any impediments that may deter such employees from accepting employment with the Commission-approved Acquirer, including, but not limited to, any confidentiality provisions relating to Malibu Rum or any non-compete or

confidentiality provisions of employment or other contracts with Respondent Diageo that would affect the ability of those individuals to be employed by the Commission-approved Acquirer.

- G. For a period of one (1) year following the Closing Date, Respondent Diageo shall not, directly or indirectly, solicit or otherwise attempt to induce any employee of the Commission-approved Acquirer with any responsibility relating to Malibu Rum who is a former employee of Respondent Diageo to terminate their employment relationship with the Commission-approved Acquirer; *provided, however*, it shall not be deemed a violation of this provision if: (i) Respondent Diageo advertises for employees in newspapers, trade publications or other media not targeted specifically at the employees of the Commission-approved Acquirer, (ii) Respondent Diageo hires employees who apply for employment with Respondent Diageo, as long as such employees were not solicited by Respondent Diageo in violation of this Paragraph, or (iii) the Commission-approved Acquirer has terminated the individual's employment or has otherwise granted a release to the individual to permit the individual to be employed by Respondent Diageo.
- H. Respondent Diageo shall require, as a condition of continued employment post-divestiture, that each Malibu Rum Employee sign a confidentiality agreement pursuant to which such employee shall be required to maintain all Malibu Rum Confidential Business Information (including, without limitation, all field experience) strictly confidential, including the nondisclosure of such information to all other employees, executives or other personnel of Respondent Diageo. Such agreement shall provide for the following:
1. restrictions on the use of trade secrets and Malibu Rum Confidential Business Information;
  2. appropriate conduct relating to information that could be used to the detriment of competitors; and
  3. sanctions for violation of the terms of the agreement. Respondent Diageo shall send such agreement by e-mail with return receipt requested or similar transmission, and keep a file of such return receipts for one (1) year after the Closing Date.

Respondent Diageo shall provide a copy of such agreement to the Commission-approved Acquirer. Respondent Diageo shall maintain complete records of all such agreements at Respondent Diageo's corporate headquarters and shall provide an officer's certificate to the Commission, stating that such acknowledgment program has been implemented and is being complied with. Respondent Diageo shall make available at the Commission-approved Acquirer's request copies of all certifications, notifications and reminders sent to Respondent Diageo's personnel. *Provided, however*, that nothing in this paragraph shall preclude Malibu Rum Employees who remain employed by Respondent Diageo following the Closing Date from working on any product, brand, or business of Respondent Diageo and from relying in the

course of such work on any expertise or general knowledge or activities relating to rum, rum-based beverage products or other beverage alcohol.

- I. Respondent Diageo shall institute procedures and requirements to ensure that all Diageo Firewalled Senior Executives do not:
1. disclose or make available, directly or indirectly, any Captain Morgan Rum Confidential Business Information to the Diageo U.S. Spirits Business or to any Malibu Rum Employee; or
  2. disclose or otherwise make available, directly or indirectly, any Malibu Rum Confidential Business Information to the Held Separate Business or to any Captain Morgan Rum Employee.

Respondent Diageo shall require that each Diageo Firewalled Senior Executive execute a non-disclosure agreement pursuant to which each such Person agrees to comply with the terms of this Paragraph.

- J. Respondent Diageo shall, at the request of the Commission-approved Acquirer, for a period of up to one (1) year following the Closing Date and at Cost to the Commission-approved Acquirer, provide such technical assistance and training, and make available such personnel, as are reasonably necessary to transfer the Malibu Rum Assets to the Commission-approved Acquirer and to enable the Commission-approved Acquirer to produce Malibu Rum in substantially the same manner and quality as that achieved by Respondent Diageo.
- K. Respondent Diageo shall comply with all terms of the Divestiture Agreement approved by the Commission pursuant to which the Malibu Rum Assets are divested to the Commission-approved Acquirer. Any Divestiture Agreement between Respondent Diageo (or a trustee appointed pursuant to Paragraph VIII of this Order) and a Commission-approved Acquirer of the Malibu Assets that has been approved by the Commission shall be deemed incorporated by reference to this Order. Any failure by Respondent Diageo to comply with the terms of any Divestiture Agreement shall constitute a failure to comply with this Order.
- L. Counsel for Respondent Diageo (including in-house counsel under appropriate confidentiality arrangements) may retain or have access to unredacted copies of all documents or other material provided to the Commission-approved Acquirer in order to:
1. comply with any Divestiture Agreement or this Order, any law, including without limitation, any requirement to obtain regulatory licenses or approvals or with any data retention requirement of any applicable government or jurisdiction, or any taxation requirements; or



2. to defend against, respond to, or otherwise participate in, any litigation, investigation, audit, process, subpoena or other proceeding relating to the divestiture or any other aspect of the Malibu Rum Business; *provided, however*, that Respondent Diageo may disclose such information as necessary for the purposes set forth in this Paragraph pursuant to an appropriate confidentiality order, agreement or arrangement.

*Provided further, however*, Respondent Diageo shall require:

1. those who view such unredacted documents or other materials to enter into confidentiality agreements with the Commission-approved Acquirer; *provided, however*, that Respondent Diageo shall not be deemed to have violated this Paragraph if the Commission-approved Acquirer withholds such agreement unreasonably; and
  2. Respondent Diageo shall use its best efforts to obtain a protective order to protect the confidentiality of such information during any adjudication.
- M. The purpose of the divestiture of the Malibu Rum Assets is to ensure the continued use of the Malibu Rum Assets in the same business in which the Malibu Rum Assets were engaged at the time of the announcement of the SSWG Acquisition, and to remedy the lessening of competition resulting from the SSWG Acquisition as alleged in the Commission's complaint.

### III.

**IT IS FURTHER ORDERED** that:

- A. Respondent Diageo shall not acquire, directly or indirectly, any stock, share capital, equity or other interest in the Non-Rum Overlap Companies and Assets; *provided, however*, that, to the extent Respondent Diageo acquires any part of the stock, share capital, equity or other interest in any of the Non-Rum Overlap Companies and Assets as a result of transactions and legal requirements incident to the SSWG Acquisition, then Respondent Diageo: (i) shall divest and transfer full legal ownership and all other incidents of ownership to Pernod Ricard on, or as soon as practicable following, the SSWG Acquisition Date, and in any event no later than twenty (20) Business Days after the SSWG Acquisition Date (or such longer period as required by local law outside the United States, or, in the case of the countries of Columbia, Korea, Uruguay and Venezuela, Pernod Ricard's establishment of an infrastructure necessary to distribute the products of the Non-Rum Overlap Companies and Assets), and (ii) pending such divestiture or transfer, shall not exercise any incident of ownership over any of the Non-Rum Overlap Companies and Assets other than those necessary to transfer full legal ownership and all other incidents of ownership to Pernod Ricard, or to maintain distribution of products pending Pernod Ricard's receipt of legal authorization, or establishment of an infrastructure necessary, to distribute such

products, subject to appropriate protections for any Non-Public Pernod Ricard Information; *and provided further* that Respondent Diageo may license from Pernod Ricard, pursuant to the Trademark Agreement, the exclusive rights to produce, promote and sell Canadian and American whiskey and whiskey-flavored alcoholic beverages under the “Seagram’s” trademark.

Respondent Diageo shall comply with the terms of the Framework Agreement relating to the Non-Rum Overlap Companies and Assets, which agreement shall be deemed incorporated by reference into this Order. Failure by Respondent Diageo to comply with the provisions of the Framework Agreement relating to the Non-Rum Overlap Companies and Assets shall constitute a failure to comply with this Order.

- B. Respondent Vivendi Universal shall not sell, transfer or otherwise convey, directly or indirectly, any stock, share capital, equity or other interest in the Non-Rum Overlap Companies and Assets to Respondent Diageo in a way that conflicts with Paragraph III.A. of this Order.
- C. The purpose of the requirements of this Paragraph is to remedy the lessening of competition that would result if Respondent Diageo were to acquire the Non-Rum Overlap Companies and Assets from Respondent Vivendi Universal as alleged in the Commission's complaint.

#### IV.

**IT IS FURTHER ORDERED** that, for a period commencing on the date this Order becomes final and continuing for ten (10) years, Respondent Diageo shall not, without providing advance written notification to the Commission, acquire, directly or indirectly, through subsidiaries or otherwise, any ownership, leasehold, stock, share capital equity or other interest, in whole or in part, in the Non-Rum Overlap Companies and Assets.

Said notification shall be given on the Notification and Report Form set forth in the Appendix to Part 803 of Title 16 of the Code of Federal Regulations as amended (hereinafter referred to as “the Notification”), and shall be prepared and transmitted in accordance with the requirements of that part, except that no filing fee will be required for any such notification, notification shall be filed with the Secretary of the Commission, notification need not be made to the United States Department of Justice, and notification is required only of Respondent Diageo and not of any other party to the transaction. Respondent Diageo shall provide two (2) complete copies (with all attachments and exhibits) of the Notification to the Commission at least thirty (30) days prior to consummating any such transaction (hereinafter referred to as the “first waiting period”). If, within the first waiting period, representatives of the Commission make a written request for additional information or documentary material (within the meaning of 16 C.F.R. § 803.20), Respondent Diageo shall not consummate the transaction until thirty (30) days after submitting such additional information or documentary material. Early termination of the waiting periods in this Paragraph may be requested and, where appropriate, granted by letter from the Bureau of Competition. *Provided, however*, that prior notification shall not be required by

this Paragraph for a transaction for which notification is required to be made, and has been made, pursuant to Section 7A of the Clayton Act, 15 U.S.C. § 18a.

V.

**IT IS FURTHER ORDERED** that Respondents shall provide transition services pursuant to the Transition Services Agreements as follows :

- A. For a period of up to twelve (12) months after the SSWG Acquisition Date, Respondent Diageo shall provide to Pernod Ricard transition services as set forth below:
  1. Respondent Diageo shall provide the services specified in the Back Office Services Agreement to Pernod Ricard on terms agreed to by Diageo and Pernod Ricard in the Back Office Services Agreement. Respondent Diageo shall provide the services required by this Paragraph in a non-discriminatory fashion to Pernod Ricard with service levels comparable to those JES provides to itself or its affiliates. Respondent Diageo shall comply with all the terms of the Back Office Services Agreement, and such agreement shall be deemed incorporated by reference into this Order. Failure to comply with the Back Office Services Agreement shall constitute a failure to comply with this Order.
  2. Respondent Diageo shall provide transitional bottling and/or maturing services to Pernod Ricard on the terms agreed to by Diageo and Pernod Ricard in the Co-packing Agreement. Respondent Diageo shall comply with all the terms of the Co-packing Agreement, and such agreement shall be deemed incorporated by reference into this Order. Failure to comply with the Co-packing Agreement shall constitute a failure to comply with this Order.
- B. Respondent Vivendi Universal shall provide transition services on the terms agreed to by Respondent Vivendi Universal, Respondent Diageo and Pernod Ricard in: (i) the Vivendi Universal Transition Services Agreement, and (ii) the Vivendi Universal Information Technology Transition Services Agreement. Respondent Vivendi Universal shall comply with all the terms of the Vivendi Universal Transition Services Agreement and the Vivendi Universal Information Technology Transition Services Agreement, and such agreements shall be deemed incorporated by reference into this Order. Failure to comply with the Vivendi Universal Transition Services Agreement and the Vivendi Universal Information Technology Transition Services Agreement shall constitute a failure to comply with this Order.

## VI.

**IT IS FURTHER ORDERED** that, for a period of two (2) years after the SSWG Acquisition Date, Respondent Diageo:

- A. Shall not provide, disclose or otherwise make available any Non-Public Pernod Ricard Information to any Person - including, but not limited to, any of Diageo's employees, agents, or representatives, or any third-party - outside of the Held Separate Business (for as long as that business is held separate); shall not use any Non-Public Pernod Ricard Information for any reason or purpose other than those reasons or purposes permitted or required under the Agreements (or any similar arrangements in place in countries outside the United States), this Order and the Order to Hold Separate and Maintain Assets; and shall enforce the terms of this Paragraph VI.A. as to any Person and take such reasonable action to the extent necessary to cause each such Person to comply with the terms of this Paragraph VI.A., including all actions that Respondent Diageo would take to protect its own trade secrets and confidential information;
- B. *Provided, however,* that, in addition to the Persons who may receive or have access to Non-Public Pernod Ricard Information under Paragraph VI.A. of this Order, Respondent Diageo also may have access to and use of Non-Public Pernod Ricard Information for the following specified purposes:
  1. Respondent Diageo may use Non-Public Pernod Ricard Information obtained through the SSWG Acquisition, or in the course of providing the services under the Co-packing Agreement (hereinafter "Confidential Co-packing Information") or the Back Office Services Agreement (hereinafter "Confidential Back Office Services Information") or their respective equivalents outside the United States to fulfill Respondent Diageo's obligations under the Back Office Services Agreement and the Co-packing Agreement; Respondent Diageo:
    - a. shall make available Confidential Back Office Services Information and Confidential Co-packing Information only to:
      - (1) Pernod Ricard;
      - (2) those Persons working for Respondent Diageo having a need to know such information in order to provide transition services to Pernod Ricard, including those transition services covered under the Framework Agreement; and
      - (3) those third parties that Pernod Ricard agrees should have access to the information; *provided, however,* that Respondent Diageo shall not be deemed to have violated this Paragraph if Pernod Ricard withholds such agreement unreasonably.

- b. shall take steps to ensure that all of its employees with access to Non-Public Pernod Ricard Information are aware of the confidentiality obligations and restrictions on the use of Non-Public Pernod Ricard Information; and
  - c. shall enforce the terms of this Paragraph VI.B.1. as to any Person and take such reasonable action to the extent necessary to cause each such Person to comply with the terms of this Paragraph VI.B.1., including all actions that Respondent Diageo would take to protect its own trade secrets and confidential information; and
2. the Diageo Disposals Team may have access to Non-Public Pernod Ricard Information relating to the disposal process. The Diageo Disposals Team shall not include Diageo employees who have ongoing, direct responsibility for the selling or marketing of any Diageo spirits products or individuals responsible for line management of business organizations that produce or sell any Diageo spirits products. Respondent Diageo may use Non-Public Pernod Ricard Information learned by the Diageo Disposals Team in the course of the disposal process of the Pernod Ricard On-sale Businesses (hereinafter “Confidential Disposals Team Information”) only for the purposes of conducting that disposal process. Respondent Diageo:
- a. shall make available Confidential Disposals Team Information only to:
    - (1) those Persons working for Respondent Diageo having a need to know and who agree in writing to maintain the confidentiality of such information;
    - (2) the Diageo/Pernod Ricard Supervisory Committee; and
    - (3) those third parties that Pernod Ricard agrees should have access to the Confidential Disposals Team Information; *provided, however*, that Respondent Diageo shall not be deemed to have violated this Paragraph if Pernod Ricard withholds such agreement unreasonably.
  - b. shall take such action to the extent necessary to cause each such Person to comply with the terms of this Paragraph VI.B.2., including all actions that Respondent Diageo would take to protect its own trade secrets and confidential information. Respondent Diageo shall require its members of the Diageo/Pernod Ricard Supervisory Committee to agree in writing to maintain the confidentiality of Confidential Disposals Team Information, or any other Non-Public Pernod Ricard Information they learn in their function of administering the Framework Agreement.
3. Counsel for Respondent Diageo (including in house counsel under appropriate confidentiality arrangements) may retain or have access to the Non-Public Pernod Ricard Information to the extent reasonably necessary in order to:

- a. comply with the Framework Agreement, this Order, any law, including without limitation, any requirement to obtain regulatory licenses or approvals, any data retention requirement of any applicable government or jurisdiction, or any taxation requirements; or
- b. defend against, respond to, or otherwise participate in, any litigation, investigation, audit, process, subpoena or other proceeding relating to the divestiture or any other aspect of the SSWG Business.

*Provided, however,* that Respondent Diageo may disclose such information as necessary for the purposes set forth in this Paragraph pursuant to an appropriate confidentiality order, agreement or arrangement; *provided further, however,* Respondent Diageo shall require:

- a. those who view such Non-Public Pernod Ricard Information to enter into confidentiality agreements with Pernod Ricard; *provided, however,* that Respondent Diageo shall not be deemed to have violated this Paragraph if Pernod Ricard withholds such agreement unreasonably; and
- b. Respondent Diageo shall use its best efforts to obtain a protective order to protect the confidentiality of such information during any adjudication.

## VII.

**IT IS FURTHER ORDERED** that:

- A. At any time after Respondents sign the Consent Agreement, the Commission may appoint an Interim Monitor to assure that:
  1. Respondent Diageo expeditiously complies with all of its obligations and performs all of its responsibilities as required by this Order and by the Order to Hold Separate and Maintain Assets (collectively, “the Orders”); and
  2. Respondent Vivendi Universal expeditiously complies with all of its obligations and performs all of its functions required by this Order.
- B. If an Interim Monitor is appointed pursuant to Paragraph IV.A. of the Order to Hold Separate and Maintain Assets in this matter or this Paragraph, Respondents shall consent to the following terms and conditions regarding the powers, duties, authorities, and responsibilities of the Interim Monitor:
  1. The Commission shall select the Interim Monitor, subject to the consent of Respondents, which consent shall not be unreasonably withheld. If neither Respondent has opposed, in writing, including the reasons for opposing, the selection of a proposed Interim Monitor within

ten (10) days after notice by the staff of the Commission to each Respondent of the identity of any proposed Interim Monitor, Respondents shall be deemed to have consented to the selection of the proposed Interim Monitor.

2. The Interim Monitor shall have the power and authority to monitor each Respondent's respective compliance with the terms of the Orders, and shall exercise such power and authority and carry out the duties and responsibilities of the Interim Monitor in a manner consistent with the purposes of the Orders and in consultation with the Commission.
3. Within ten (10) days after appointment of the Interim Monitor, each Respondent shall execute an agreement that, subject to the prior approval of the Commission, confers on the Interim Monitor all the rights and powers necessary to permit the Interim Monitor to monitor the Respondent's compliance with the relevant terms of the Orders in a manner consistent with the purposes of the Orders.
4. The Interim Monitor shall serve until:
  - a. the Malibu Rum Assets have been divested in a manner that fully satisfies the requirements of the Orders and the Commission-approved Acquirer is fully capable of, independently of Respondent Diageo, producing or procuring, directly or indirectly, Malibu Rum acquired pursuant to a Divestiture Agreement; and
  - b. the last obligation under the Orders pertaining to the Interim Monitor's service has been fully performed.

*Provided, however,* that the Commission may extend or modify this period as may be necessary or appropriate to accomplish the purposes of the Orders.

5. Subject to any demonstrated legally recognized privilege, the Interim Monitor shall have full and complete access to each Respondent's personnel, books, records, documents, records kept in the normal course of business, facilities and technical information, and to such other relevant information as the Interim Monitor may reasonably request, relating to the Respondent's compliance with its obligations under the Orders, including, but not limited to, its obligations relating to the Malibu Rum Assets and the Held Separate Business. Each Respondent shall cooperate with any reasonable request of the Interim Monitor and shall take no action to interfere with or impede the Interim Monitor's ability to monitor the Respondent's compliance with the Orders.
6. The Interim Monitor shall serve, without bond or other security, at the expense of Respondent(s) on such reasonable and customary terms and conditions as the Commission may set. The Interim Monitor shall have authority to employ, at the expense of the relevant



Respondent, such consultants, accountants, attorneys and other representatives and assistants as are reasonably necessary to carry out the Interim Monitor's duties and responsibilities. The Interim Monitor shall account for all expenses incurred, including fees for services rendered, subject to the approval of the Commission. The Commission may, among other things, require the Interim Monitor and each of the Monitor's consultants, accountants, attorneys and other representatives and assistants to sign an appropriate confidentiality agreement relating to Commission materials and information received in connection with the performance of the Interim Monitor's duties.

7. Each Respondent shall indemnify the Interim Monitor and hold the Interim Monitor harmless against any losses, claims, damages, liabilities or expenses arising out of, or in connection with, the performance of the Interim Monitor's duties, including all reasonable fees of counsel and other reasonable expenses incurred in connection with the preparations for, or defense of, any claim whether or not resulting in any liability, except to the extent that such losses, claims, damages, liabilities, or expenses result from misfeasance, gross negligence, willful or wanton acts, or bad faith by the Interim Monitor.
8. If the Commission determines that the Interim Monitor has ceased to act or failed to act diligently, the Commission may appoint a substitute Interim Monitor in the same manner as provided in this Paragraph or Paragraph IV.A. of the Order to Hold Separate and Maintain Assets in this matter.
9. The Commission may on its own initiative or at the request of the Interim Monitor issue such additional orders or directions as may be necessary or appropriate to assure compliance with the requirements of the Orders.
10. Respondent Diageo shall report to the Interim Monitor in accordance with the requirements of Paragraph IX.A. of this Order and/or as otherwise provided in any agreement approved by the Commission. Respondent Vivendi Universal shall report to the Interim Monitor in accordance with the requirements of Paragraph IX.B of this Order. The Interim Monitor shall evaluate the reports submitted to it by each Respondent, and any reports submitted by the Commission-approved Acquirer with respect to the performance of each Respondent's obligations under the Orders or the Divestiture Agreement. Within one (1) month from the date the Interim Monitor receives these reports, the Interim Monitor shall report in writing to the Commission concerning compliance by each Respondent with the provisions of the Orders.
11. Each Respondent may require the Interim Monitor and each of the Interim Monitor's consultants, accountants, attorneys and other representatives and assistants to sign a customary confidentiality agreement; *provided, however*, such agreement shall not restrict the Interim Monitor from providing any information to the Commission.

- C. The Interim Monitor appointed pursuant to Paragraph IV.A. of the Order to Hold Separate and Maintain Assets in this matter may be the same Person appointed as Divestiture Trustee pursuant to Paragraph VIII.A. of this Order.

## **VIII.**

### **IT IS FURTHER ORDERED** that:

- A. If Respondent Diageo has not fully complied with the obligations specified in Paragraph II of this Order, the Commission may appoint a trustee to divest the Malibu Rum Assets required to be divested pursuant to Paragraph II in a manner that satisfies the requirements of Paragraph II. In the event that the Commission or the Attorney General brings an action pursuant to § 5(l) of the Federal Trade Commission Act, 15 U.S.C. § 45(l), or any other statute enforced by the Commission, Respondent Diageo shall consent to the appointment of a Divestiture Trustee in such action to divest the Malibu Rum Assets. Neither the appointment of a Divestiture Trustee nor a decision not to appoint a Divestiture Trustee under this Paragraph shall preclude the Commission or the Attorney General from seeking civil penalties or any other relief available to it, including a court-appointed Divestiture Trustee, pursuant to § 5(l) of the Federal Trade Commission Act, or any other statute enforced by the Commission, for any failure by Respondent Diageo to comply with this Order.
- B. If a Divestiture Trustee is appointed by the Commission or a court pursuant to Paragraph VIII.A. of this Order, Respondent Diageo shall consent to the following terms and conditions regarding the Divestiture Trustee's powers, duties, authority, and responsibilities:
  - 1. The Commission shall select the Divestiture Trustee, subject to the consent of Respondent Diageo, which consent shall not be unreasonably withheld. The Divestiture Trustee shall be a person with experience and expertise in acquisitions and divestitures. If Respondent Diageo has not opposed, in writing, including the reasons for opposing, the selection of any proposed Divestiture Trustee within ten (10) days after notice by the staff of the Commission to Respondent Diageo of the identity of any proposed Divestiture Trustee, Respondent Diageo shall be deemed to have consented to the selection of the proposed Divestiture Trustee.
  - 2. Subject to the prior approval of the Commission, the Divestiture Trustee shall have the exclusive power and authority to divest the assets that are required by this Order to be divested.
  - 3. Within ten (10) days after appointment of the Divestiture Trustee, Respondent Diageo shall execute a trust agreement that, subject to the prior approval of the Commission and, in the case of a court-appointed Divestiture Trustee, of the court, transfers to the Divestiture Trustee

all rights and powers necessary to permit the Divestiture Trustee to effect the divestiture required by the Order.

4. The Divestiture Trustee shall have twelve (12) months from the date the Commission approves the trust agreement described in Paragraph VIII.B.3. to accomplish the divestiture, which shall be subject to the prior approval of the Commission. If, however, at the end of the twelve-month period, the Divestiture Trustee has submitted a plan of divestiture or believes that the divestiture(s) can be achieved within a reasonable time, the divestiture period may be extended by the Commission, or, in the case of a court-appointed Divestiture Trustee, by the court; *provided, however*, the Commission may extend the divestiture period only two (2) times.
5. Subject to any demonstrated legally recognized privilege, the Divestiture Trustee shall have full and complete access to the personnel, books, records and facilities relating to the relevant assets that are required to be divested by this Order or to any other relevant information, as the Divestiture Trustee may request. Respondent Diageo shall develop such financial or other information as the Divestiture Trustee may request and shall cooperate with the Divestiture Trustee. Respondent Diageo shall take no action to interfere with or impede the Divestiture Trustee's accomplishment of the divestiture. Any delays in divestiture caused by Respondent Diageo shall extend the time for divestiture under this Paragraph in an amount equal to the delay, as determined by the Commission or, for a court-appointed Divestiture Trustee, by the court.
6. The Divestiture Trustee shall use best efforts to negotiate the most favorable price and terms available in each contract that is submitted to the Commission, subject to Respondent Diageo's absolute and unconditional obligation to divest expeditiously and at no minimum price. The divestiture shall be made in the manner and to an acquirer as required by this Order; *provided, however*, if the Divestiture Trustee receives bona fide offers from more than one acquiring entity, and if the Commission determines to approve more than one such acquiring entity, the Divestiture Trustee shall divest to the acquiring entity selected by Respondent Diageo from among those approved by the Commission; *provided further, however*, that Respondent Diageo shall select such entity within five (5) Business Days after receiving notification of the Commission's approval.
7. The Divestiture Trustee shall serve, without bond or other security, at the cost and expense of Respondent Diageo, on such reasonable and customary terms and conditions as the Commission or a court may set. The Divestiture Trustee shall have the authority to employ, at the cost and expense of Respondent Diageo, such consultants, accountants, attorneys, investment bankers, business brokers, appraisers, and other representatives and assistants as are necessary to carry out the Divestiture Trustee's duties and responsibilities. The Divestiture Trustee shall account for all monies derived from the divestiture and all expenses incurred.

After approval by the Commission and, in the case of a court-appointed Divestiture Trustee, by the court, of the account of the Divestiture Trustee, including fees for the Divestiture Trustee's services, all remaining monies shall be paid at the direction of the Respondent Diageo, and the Divestiture Trustee's power shall be terminated. The compensation of the Divestiture Trustee shall be based at least in significant part on a commission arrangement contingent on the divestiture of all of the relevant assets that are required to be divested by this Order.

8. Respondent Diageo shall indemnify the Divestiture Trustee and hold the Divestiture Trustee harmless against any losses, claims, damages, liabilities, or expenses arising out of, or in connection with, the performance of the Divestiture Trustee's duties, including all reasonable fees of counsel and other expenses incurred in connection with the preparation for, or defense of, any claim, whether or not resulting in any liability, except to the extent that such losses, claims, damages, liabilities, or expenses result from misfeasance, gross negligence, willful or wanton acts, or bad faith by the Divestiture Trustee.
9. If the Divestiture Trustee ceases to act or fails to act diligently, a substitute Divestiture Trustee shall be appointed in the same manner as provided in Paragraph VIII.A. of this Order.
10. The Commission or, in the case of a court-appointed Divestiture Trustee, the court, may on its own initiative or at the request of the Divestiture Trustee issue such additional orders or directions as may be necessary or appropriate to accomplish the divestiture required by this Order.
11. In the event that the Divestiture Trustee determines that he or she is unable to divest the Malibu Rum Assets required to be divested in a manner that preserves their marketability, viability and competitiveness and ensures their continued use in the research, development, production, distribution, marketing, promotion, sale, or after-sales support of the Malibu Rum Assets, the Divestiture Trustee may divest such additional assets of Respondent Diageo and effect such arrangements as are necessary to satisfy the requirements of this Order.
12. The Divestiture Trustee shall have no obligation or authority to operate or maintain the Malibu Rum Assets required to be divested by this Order.
13. The Divestiture Trustee shall report in writing to Respondent Diageo and to the Commission every sixty (60) days concerning the Divestiture Trustee's efforts to accomplish the divestiture.
14. Respondent Diageo may require the Divestiture Trustee and each of the Divestiture Trustee's consultants, accountants, attorneys and other representatives and assistants to sign a customary confidentiality agreement; *provided, however*, such agreement shall not restrict the Divestiture Trustee from providing any information to the Commission.

- C. The Divestiture Trustee appointed pursuant to Paragraph VIII.A. of this Order may be the same Person appointed as Interim Monitor pursuant to Paragraph IV.A. of the Order to Hold Separate and Maintain Assets in this matter.

**IX.**

**IT IS FURTHER ORDERED** that:

- A. Within thirty (30) days after the date this Order becomes final and every thirty (30) days thereafter until Respondent Diageo has fully complied with the provisions of Paragraphs II, III, VI.A. and VIII. of this Order and with the provisions of the Order to Hold Separate and Maintain Assets in this matter, Respondent Diageo shall submit to the Commission (with simultaneous copies to the Interim Monitor and Divestiture Trustee, as appropriate) verified written reports setting forth in detail the manner and form in which it intends to comply, is complying, and has complied with this Order and with the Order to Hold Separate and Maintain Assets, as applicable. Respondent Diageo shall include in its reports, among other things that are required from time to time, a full description of the efforts being made to comply with Paragraphs II and III of this Order, including a description of all substantive contacts or negotiations for the divestiture and the identity of all parties contacted. Subject to any demonstrated legally recognized privilege, Respondent Diageo shall include in its reports copies of all written communications to and from such parties, all internal memoranda, and all reports and recommendations concerning the divestiture.
- B. Within sixty (60) days after the date this Order becomes final and every sixty (60) days thereafter, and at other times as the Commission may require, until Respondent Vivendi Universal has fully complied with the provisions of Paragraphs III and V.B. of this Order, Respondent Vivendi Universal shall submit to the Commission verified written reports setting forth in detail the manner and form in which it has complied and is complying with the Paragraphs III and V.B. of this Order.
- C. One (1) year after the date this Order becomes final, annually for the next nine (9) years on the anniversary of the date this Order becomes final, and at other times as the Commission may require, Respondent Diageo shall file a verified written report with the Commission setting forth in detail the manner and form in which it has complied and is complying with this Order.

**X.**

**IT IS FURTHER ORDERED** that each Respondent shall notify the Commission at least thirty (30) days prior to any proposed change in that corporate Respondent such as dissolution, assignment,

sale resulting in the emergence of a successor corporation, or the creation or dissolution of subsidiaries or any other change in the corporation that may affect compliance obligations arising out of this Order.

## **XI.**

**IT IS FURTHER ORDERED** that, for the purpose of determining or securing compliance with this Order, and subject to any demonstrated legally recognized privilege, and upon written request with reasonable notice to a Respondent made to its principal United States offices, that Respondent shall permit any duly authorized representative of the Commission:

- A. Access, during office hours of that Respondent and in the presence of counsel, to all facilities and access to inspect and copy all books, ledgers, accounts, correspondence, memoranda and all other records and documents in the possession or under the control of that Respondent relating to compliance with this Order; and
- B. Upon five (5) days' notice to a Respondent and without restraint or interference from that Respondent, to interview officers, directors, or employees of that Respondent, who may have counsel present, regarding such matters.

By the Commission.

Donald S. Clark  
Secretary

SEAL  
ISSUED: